The nexus of socio-emotional wealth, organisational identity to explain corporate entrepreneurship: The challenge of human resource consistency in family firms

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Abstract

Purpose: This study examines the relationship between socio-emotional wealth**,** human resource (HR) practices, and organisational identity to explain corporate entrepreneurship using the context of family firms.

Methodology: This study used a time-lagged research design and data collection from multiple sources to draw a unique dataset of family businesses operating in an emerging market. Using Hayes' process macros in combination with SPSS version 22, we analysed the dataset.

Findings: The study finds that socio-emotional wealth positively influences corporate entrepreneurship among family-related employees but negatively impacts corporate entrepreneurship among non-family employees. Furthermore, the study also probes the mediating role of organisational identification and the moderating role of HR practices. Lastly, a unique moderated mediation model was conceptualised and tested to deal with the challenge of complex HR practices in family firms.

Implications: The study suggests that both positive and negative effects of socio-emotional wealth on corporate entrepreneurship exist among family and non-family employees, which is conditional upon biased HR practices.

Originality/value: This study adds originality and value in several ways. First, this study leverages the Conservation of Resources (COR) theory to treat the heterogeneous group of family employees. Second, we explained bifurcated HR practices in emerging markets by examining family businesses operating in the Gulf Cooperation Council (GCC). Thirdly, given the scarcity of time-lag research and heterogeneity in the datasets, our study contributes to the methodology. Finally, our study advocates for the impartial treatment of employees and the implementation of customised HR practices for family firms' long-term survival.

Keywords: Socio-emotional wealth (SEW); corporate entrepreneurship; human resource (HR) practices; Organisational Identification (OID); Conservation of Resources (COR) Theory

1. Introduction

Corporate entrepreneurship (CE) has drawn significant scholarly attention amidst the growing competition facing business organisations in this dynamic, challenging, and heterogeneous business world (Bravo Monge, 2024). Many studies have investigated CE in non-family firms for a long time (). However, more attention is needed to explore the antecedents of CE and the factors affecting CE in family firms (Kellermanns & Eddleston, 2006; Minola et al., 2021; Randerson, 2024). A review of extant literature reveals different definitions and approaches to CE as it has been studied from various fields and perspectives (Randerson, 2024). Family firms approach business revitalisation differently from non-family firms due to their heterogeneity and complexities. (Kellermanns & Eddleston, 2006; Arteaga & Escribá-Esteve, 2021)So, CE in the context of family firms refers to the generation of economic activity by exploiting and identifying new products, markets, or processes through corporate venturing and strategic entrepreneurship, intending to revitalise the business by committing resources innovatively (Kellermanns & Eddleston, 2006; Bravo Monge, 2024). CE in family firms differs significantly from non-family firms due to the influence of family values, long-term orientation, and the desire to preserve socioemotional wealth (Kim & Markler, 2020). Family firms often emphasise financial sustainability and legacy, which can lead to more cautious risk-taking and innovation while still fostering entrepreneurial activities to ensure transgenerational success (Diaz-Moriana et al., 2020). In contrast, non-family firms typically prioritise short-term financial gains and are more willing to take higher risks in pursuit of innovation (Fang et al., 2021).

The older literature clearly explains the direct linkages between HR practices, socio-emotional wealth (SEW), and corporate entrepreneurship (Carlson et al., 2006; Kroon et al., 2024). However, we have not yet explored the indirect linkage that leads to corporate entrepreneurship, which represents our first theoretical gap (Randerson, 2024). According to Boxall (2013), family firms aim to achieve mutual gain in employment relations by matching employees' capabilities, commitments, and contributions. Appointing family and non-family employees who bring in one of the three, or a combination of capability, commitment, and contribution, generates some mutual gain. However, more research is required to understand the dynamics of these relationships in a different context, such as the 'Middle East', a region renowned for its distinct cultural and business practices (Budhwar et al., 2019; Davis et al., 2000; Samara, 2020), which is a contextual gap for this study.

Furthermore, adopting sound HR practices is crucial in the innovation process since scholars assume that a firm's ability to innovate resides in its employees and, thus, their capabilities, motivation, knowledge sharing, and HR practices (Al Bastaki et al., 202; Rondi et al., 2022; Sánchez-Marín et al., 2024). These capabilities, motivation, and innovations are also linked to how employees identify with their organisations. Organisational Identification (OID) is the sense of belonging where an individual feels their personal success and fate are deeply intertwined with the success and fate of the organisation (De Clercq et al., 2021). As a result, HR practices are a precursor to innovation (De Clercq & Belausteguigoitia, 2015) and boost business performance and innovation

(Kumar et al., 2024). Therefore, family businesses also focus on innovating through adopting HR practices for long-term survival in increasingly changing contexts (Rondi et al., 2022). However, theoretical arguments (De Clercq & Belausteguigoitia, 2015) suggest that complicated HR practices for both related and non-related family employees may prevent family businesses from being innovative. This implies the need for a comprehensive conceptual framework to bridge the research gaps (Amato et al., 2022; Samara, 2021).

According to the literature, family firms tend to have lower CE as they have more family employees (high internal social capital), high stability, and low turnover (Razzak et al., 2025). On the other hand, fewer non-family employees who are less motivated could hinder the innovation process due to reduced inculcation of new knowledge and external collaboration (De Clercq & Belausteguigoitia, 2015; Rondi et al., 2022). Accordingly, this study addresses a vital research question: *How do HR practices impact the indirect SEW-OID-CE relationship among a heterogeneous group of family business employees?* To answer this question, we argue to look at CE from the perspective of not only the 'conservation of resources (COR)' theory, which posits that employee strive to retain, protect, and build resources (Hofball et al., 2018) but also from the underpinnings of socio-emotional wealth and family identification and the high-performance HR practices that foster innovation and growth in a given context. Our study combines these two theoretical frameworks to fill the theoretical gap, as, individually, COR or SEW theory does not fully explain why family and non-family employees feel affiliated and motivated to stay with family firms and pursue CE (Samara et al., 2021).

This study makes contributions not only to the theory but also to HR practice in the family firms. *First*, it leverages COR theory to hypothesize how preferential treatment of a heterogeneous group of family employees may increase/decrease the possibility that family and non-family employees would (dis)identify with a family firm and how and when employees' beliefs in a family firm would direct them towards CE (Deephouse & Jaskiewicz, 2013; Hobfoll et al., 2018). This study also contributes to the literature by juxtaposing the behavioural aspects of the SEW theory with the tangible aspects of the COR theory in explaining CE. In doing so, this study also connects a few additional dots using HR practices and identification with the family firm (Berrone, Cruz, & Gomez-Mejia, 2012), which are crucial to explaining the heterogeneity in the prevalence and pursuits of CE within the family firms. *Second*, this study addresses increasing calls in the family business literature to study HR practices in supporting innovation in family firms to minimise conflicting outcomes associated with the mismatches in employee and organisational goals (e.g., Bravo Monge, 2024; Kroon et al., 2024; Randerson, 2024). In addition, by looking at family businesses in the Gulf Cooperative Council (GCC) (Razzak et al., 2025), our study acknowledges the growing research calls on how context shapes family business heterogeneity and distinctiveness (Krueger et al., 2021; Miller & Le Breton-Miller, 2021; Razzak et al., 2025). *Third,* given the scarcity of time-lag research and heterogeneity in the datasets, our study contributes to the methodology by employing a time-lagged research design and utilizing multiple sources of data (non-family and family-related employees), respectively. Whilst the former addresses the potential for common method bias, the latter acknowledges the heterogeneity of family firms (Arteaga

& Escribá-Esteve, 2021) and implements HR practices in family firms. *Finally*, moving beyond the theoretical realm of COR, SEW, and CE-led innovation, growth, and performance, our study advocates for impartial treatment of employees and the implementation of customised HR practices for the long-term survival of family firms, thereby underlining the practical implications of our research.

The remainder of this paper is structured as follows: first, a review of the relevant literature is provided, followed by a detailed explanation of the methodology. The findings are then presented and discussed in depth, leading to the conclusion. Lastly, the paper addresses its limitations and offers recommendations for future research directions.

2. Literature Review, conceptual underpinning, and framework development

The Conservation of Resources (COR) theory suggests that individuals and groups strive to acquire, retain, and protect resources that are important to them (Hobfoll, 1989). The COR theory outlines how firms, including Middle Eastern family firms, could accumulate and protect resources to resist GCC market volatility (Hobfoll et al., 2018). Developing nations' family enterprises use the COR theory to strategically manage human capital, family and non-family networks, and family reputation and identification (Aftab et al., 2024). Accordingly, in family firms, resource loss (e.g., HR) or threatened resource loss can result in stress, while resource gains can lead to positive emotional states among a heterogeneous group of family employees (Facchini & Bouhaddioui, 2021; Hobfoll et al., 2018).

The theory of socioemotional wealth (SEW) emphasizes the importance of non-financial factors, including family identification with Qabila (Family Groups), family control, and family emotional attachment within Qabilas (Razzak, 2023, 2025). These elements give strategic decision-making authority to family-related employees over non-family employees. The SEW theory is also linked to the COR theory because it suggests that family businesses provide essential resources to families and businesses, such as social status and a sense of purpose and identity for the family (Razzak, 2023) and human resources and investment of family wealth for the business (Gómez-Mejía et al., 2007; Hobfoll, 2001; Kellermanns et al., 2012). These resources are crucial to the family's well-being and business. For example, bonding refers to the close relationships and emotional connections between family members. Critiquing the narrow focus of contemporary entrepreneurship research, Lounsbury et al. (2019) suggest adopting a broader interdisciplinary perspective by emphasising cultural and symbolic elements that influence decision-making in family firms. This perspective aligns with the socioemotional wealth (SEW) framework and organisational identification (OID), which are pivotal in shaping entrepreneurial and HR practices in family firms.

Bifurcated HR Practices in the family firm refer to a dual approach to human resource management (Kim & Marler, 2020), where the firm could manage employees (family-related and non-related) with distinct HR policies and practices (Samara et al., 2021) in terms of salary, performance appraisal, recruitment and selection (Jennings et al., 2018). On the other hand, standardised HR practices involve applying uniform HR policies and procedures to all employees (Budhwar et al, 2019; Huselid, 1995).

Bifurcated HR practices can be critical in promoting SEW within family businesses (Kim & Marler, 2020). Bifurcated HR practices refer to treating family and non-family employees differently within family businesses, often resulting in different policies and expectations for each group (Kroon, Kramer, & Kox, 2024; Verbeke & Kano, 2012). For example, HR practices prioritising family involvement and communication can strengthen bonding and emotional attachment among family-related employees. Similarly, HR practices that support employee development and engagement can enhance bridging and linking by connecting non-family employees and providing them with opportunities for growth and development.

HR practices can also promote family identity and control by creating a culture that values family participation and input while ensuring that the business is well-managed and sustainable over time. In addition to the presence of normative and cultural-cognitive pressures in the GCC, regulative pressures exert the most substantial constraining influence on firms' decision-making and business strategies (Mustafa et al, 2022). Both family and non-family firms need senior executives to firmly commit to localisation policies in the GCC, regardless of whether the HR Director is local or expatriate et al., 2023). In family firms, this involves aligning socioemotional wealth (SEW) with localisation goals, while non-family firms must integrate localisation into their HR practices for better local engagement and compliance.

Campante and Yanagizawa-Drott's (2015) insights on religion's economic impact are particularly relevant for Oman's family firms, which are predominantly Muslim-owned. In these firms, religious observances like Ramadan deeply influence business practices and decision-making due to the alignment of cultural and religious values, reinforcing socioemotional wealth (SEW). In contrast, non-family firms with mixed ownership experience more varied impacts, as diverse cultural practices shape their strategies. This highlights how religion differently influences economic outcomes in family versus non-family firms. Given the cultural diversity among family and non-family firms in the GCC, top leadership is needed to promote CE that influences innovation and growth (Gharama et al., 2020). In summary, by aligning HR practices with SEW and CE, family businesses can promote positive outcomes for the family, the business, and non-related family employees. Based on this theoretical underpinning, the next section is dedicated to hypothesis development to propose a conceptual framework for family firms.

2.1 Framework Development

2.1.1 Socio-emotional wealth and corporate entrepreneurship

Historically, scholars studied organisation and family system theories independently to conceptualise the reality of firms and families. Later, socio-emotional wealth (SEW) evolved from transaction cost, agency, and stewardship theories to study the unique context of family firms (Gómez-Mejía et al., 2007; Verbeke & Kano, 2012). This opened the room to explore a direct linkage between SEW and CE, as family firms usually favour family-related employees over non-family employees to exert family control.

Consistent with COR theory (Hobfoll et al., 2018), this type of preferential treatment generates a sense of pride and belongingness as family-related employees psychologically attach themselves more to their organisations (Mael & Ashforth, 1992), act as farsighted stewards of their organisation, have a higher willingness to make sacrifices, and have a higher intention to invest in making the firm sustainable (Jennings et al., 2018). This belongingness compels family-related employees to invest more, thereby gaining more resources and demonstrating the first principle of the COR theory, i.e., that family employees typically have access to a higher level of resources within the family firm. Hence, they set up more gains over family firm resources. So, psychological ownership of the organisation can motivate individuals to engage in organisational commitment, stewardship behaviours, personal risk-taking, and sacrifice, which have all been recognised as antecedents of CE (Kellermanns et al., 2012). In contrast, the literature also highlights that CE may pose risks, as managers often avoid taking responsibility, become risk-averse, or make suboptimal decisions. Such behaviours may be expected, particularly from non-family members, because CE-related failure may be tied to personal risk and their inability to hedge (Hayton, 2005). We, therefore, postulate the following set of hypotheses:

H1(a): SEW has a positive impact on the CE for family-related employees.

H1(b): SEW has a negative impact on the CE in the case of non-family employees.

2.1.2 Socio-emotional wealth and organisational identification

Socioemotional wealth in family firms has common objectives such as inheriting the firm to the next generation, family members' employment, and social status in the community (Deephouse & Jaskiewicz, 2013). Under the social identity perspective, Kreiner et al. (2004) have proposed many types of organisational identities and their states, e.g., ambivalent identification, which identifies how an employee portrays mixed (proud and embarrassed) feelings about the family firm. Likewise, neutral identification reveals how a non-family employee remains apathetic to the firm. In yet another state, employees express embarrassment about affiliating with their family firms because of the firms' unprofessional or shameful acts. Accordingly, employees feel proud/embarrassed and discern a willingness to identify/not identify themselves with their organisations.

It is highlighted in past literature that family employees -even if they are not formally active in the organisation- are associated with the firm and benefit from the firm's SEW, such as being treated with respect and deference in the community using social identity theory lens (Deephouse & Jaskiewicz, 2013). With such benefits, family employees, compared to non-family employees, place a higher value on their firm membership (Deephouse & Jaskiewicz, 2013). In addition, compared to non-family employees, family employees have increased emotional investment in the firm (Deephouse & Jaskiewicz, 2013) due to family employees' higher intrinsic desire for recognition in the family firm (Berrone et al., 2012).

Similarly, compared to non-family employees, family employees are more aware of their membership in the firm (Deephouse & Jaskiewicz, 2013). To identify with a firm, a member needs to be aware of their membership in the group, value it, and be emotionally invested in it (Ashforth et al., 2008). This emotional attachment is more likely for family employees and managers. (Deephouse & Jaskiewicz, 2013). The reason is that family employees have grown up with the firm, have heard stories about the firm from childhood, and have encountered firm-related identity cues (Deephouse & Jaskiewicz, 2013; Razzak, 2023). So, in light of the COR theory, this is not just the social and emotional attachment they feel to identify with the family firm to get involved in risky ventures to promote CE. However, the unlimited resources and power are the key reasons. Therefore, we can safely conclude that family employees identify more strongly with the firm compared to non-family employees (Deephouse & Jaskiewicz, 2013), as family employees embrace long-term perspectives of the firm, care more deeply about organisational legitimacy (Berrone et al., 2012), and promote transgenerational control (Gómez-Mejía et al., 2007), all of which suggest that their identification with the family firm is deeply structured rather than situational in the case of a family employee (De Clercq et al., 2021). We, therefore, postulate the following hypothesis:

> *H2 (a): SEW is positively related to the identification with the family firm in the case of family-related employees.*

We use a different lens of COR theory to explain the relationship between SEW and OID for non-family employees (De Clercq et al., 2021; Hobfoll et al., 2018). It can be observed that non-family employees psychologically separate themselves from the firm's identification due to disappointments such as preferential treatment granted to family-related employees regarding resource allocation (De Clercq et al., 2021). Nevertheless, to counter disappointment or prevent loss of resources, as per COR theory (Hobfoll, 2001), non-family employees may adopt recluse behaviour. Accordingly, non-family employees may continue to focus on their performance until they secure a better career opportunity within a company, leveraging the experience gained from family firms. So, a non-family employee will take an interest in corporate entrepreneurship-related strategy formulation (Zahra, 1996), such as introducing new products, bringing dramatic changes in the product mix, and making significant innovations through technology (Asad et al., 2024), and will keep competing within family firms with limited resources. By differentiating between employees' desire to recognise or not to identify themselves with the firm, we may hypothesize the relationship between SEW and OID.

> *H2 (b): SEW is negatively related to identification with the family firm among non-family employees.*

2.1.3 Organisational identification with the family firm as a mediator

Past research has documented that family employees' SEW, such as promotion of family control and influence (Gómez-Mejía et al., 2007; Zellweger et al., 2010), precaution about the renewal of family bonds through dynastic succession (Berrone et al., 2012), adoption of long-term organisational perspectives (Miller et al., 2021), and higher emotional investment in the firm (Deephouse & Jaskiewicz, 2013), is linked to their identification with the family firm. Whilst family employees may be interested in the long-term development of the family firms from a stewardship perspective, non-family employees may be less interested in the well-being of family firms due to agency conflict (Verbeke & Kano, 2012). As family employees have a higher attachment and identification with the firm, they are more willing to make sacrifices and investments to make the firm sustainable (Jennings et al., 2018). Thus, identification with the family firm is expected to mediate the link between SEW and CE. We, therefore, postulate the following hypothesis:

> *H3 (a): Identification with the family firm mediates the relationship between SEW and CE.*
> *H3 (b): In the relationship between SEW and CE, competitive mediation could exist for identification with the family-related firm for non-family employees.*

2.1.4 Family HR practices as a moderator

The research has long recognised the need for professional HR to achieve the financial and non-financial outcomes of the firm (Huselid, 1995; Sánchez-Marín et al., 2024) using theories like the resource-based view (Boxall, 2013; Carlson et al., 2006), particularly in the Middle East and other Arabic-speaking nations (See, e.g., Budhwar et al., 2019). For example, Omani companies need to formalise recruiting and hiring practices, performance appraisal processes, extensive employee training, pay for performance, and merit-based promotion (Huselid, 1995; Budhwar et al., 2019). The empirical findings suggest that such High-involvement HR practices would lead to greater job satisfaction, lower absenteeism, and organisational citizenship behaviour to ensure a firm's financial performance (Huselid, 1995).

The first study on family business HR practices can be traced back to the 1980s (see, e.g., Lansberg, 1983). Subsequently, the agency perspective became crucial to explaining the conceptual frameworks of HR practices in family businesses. However, we need help finding such evidence in the emerging market context. Instead, inconsistent findings have been reported that note the evolution of HR practices according to the regional settings (Sánchez-Marín et al., 2024). Altogether, these studies considered employees as a homogeneous group and could not capture the effect of bifurcated HR practices in local settings where about 80 per cent of businesses are family firms (see Krueger et al., 2021; Samara, 2020). Moreover, the rooting of HR practices in regional settings indicates the influence of culture. It justifies our probing within the dual lens of Cultural Dimension Theory and COR theory.

Family business scholars accept the existence of bifurcation bias in family firms (Kim & Marler, 2020; Kroon et al., 2024; Saleem et al., 2019; Verbeke & Kano, 2012). Accordingly, we propose a positive moderating effect of standardised HR practices on the relationship between SEW and OID to establish organisational justice and a sense of fairness in family firms for non-family employees. According to the COR (Hobfoll, 2001) theory, stressful conditions in firms can be mitigated to the extent that non-family employees can draw from valuable organisational resources that help them avoid or overcome resource losses (De Clercq et al., 2021). If standardised HR practices appear supportive, workers could deal with the hardships at the workplace and unfair organisational treatment in family firms (Verbeke & Kano, 2012). When employees are supported equally through discretionary HR practices, they may better understand why family firm leaders treat non-family employees differently (Aftab et al., 2024). As a result, they feel less threatened by the resource-draining organisational situation, and the negative association between SEW and OID should be weakened.

Lately, Razzak and Bachkirov (2025) explained the differences between family and non-family employees in Oman. In-depth researchers found that perceived inclusion impacts the family firm's employee affective, social, and intellectual engagements and is conditional on the procedural justice level in Omani family-owned enterprises. Hence, discretionary HR practices play a unique role. Family employees expect favour from the HR department in hiring, pr
omotion, compensation, and other HR practices. However, if there is no such endorsement by the HR department, the direct relationship between the SEW and OID should be negatively affected. Discretionary HR practices help hire, promote, and fire non-family employees on merit. They could also face critical scrutiny for the performance-to-pay link. Therefore, standard HR practices in any family firm would positively affect non-family employees. The inverse relationship between SEW and OID will be inverted through the implementation of discretionary HR practices. In these lines, we, therefore, postulate the following hypotheses:

> *H4(a): The positive relationship between SEW and OID is negatively moderated by HR practices for family-related employees.*

> *H4(b): The negative SEW–OID linkage is positively moderated by HR practices for non-family employees.*

2.1.5 Moderated Mediation Model

Based on our previous discussions, there is a possibility of a moderated mediation (Preacher et al., 2007), where company-level HR practices influence the indirect relationship between SEW and CE, which OID mediates. In family firms, discretionary HR practices could become the contingency factor in the indirect relationship between SEW and CE through OID. As a result, non-family employees could trust HR practices as a source of organisational justice (Barnett & Kellermanns, 2006), which could also help non-family employees to develop and grow (De Clercq et al., 2021). Meanwhile, organisational identification connects the beliefs of non-family employees with SEW dimensions (Filser et al., 2018). The non-family employees will thus believe that SEW dimensions - emotional attachments, strong identification with family firms, binding social ties, and family bonds - could negatively affect CE-related activities.

So, the family firm may not pursue new markets, avoid innovation in products or processes, and invest less in research and development if SEW is stronger (Minola et al., 2021; Zahra, 1996). However, this perception could be different for a family-related employee, as these employees are long-term assets of the firm and loyal stewards. Therefore, they may dislike the role of standard HR practices, and bifurcation bias may evolve (Kim & Marler, 2020). So, family-related employees with strong organisational identification (*De Clercq et al., 2021*) connect the beliefs of the family employees with SEW dimensions. Therefore, the family employees would believe that SEW dimensions positively affect CE-related activities, and standard HR practices for family members usually harm CE by limiting the role of family employees. In these lines, we, therefore, postulate the following hypotheses:

> *H5(a): The indirect relationship between SEW and CE, through identification with the family firm, is moderated by HR practices.*
>
> *H5(b): The indirect relationship is weakened when HR practices are less prevalent for family-related employees and vice versa in the case of non-family employees.*

2.1.2 Conceptual Framework

The proposed framework is based on COR theory and the associated concepts of SEW, OID, and HR practices (see Figure 1). SEW usually exerts family control, making family and non-family employees identify with the firm differently due to different objectives regarding the firm's resources. According to COR theory, family employees have access to more resources. Thus, they settle for significant resource gains through family business identity (Razzak, 2023). Contrary to this, non-family employees need more resources. Therefore, such employees try to avoid resource losses by successfully executing a family business strategy and showing creativity and skills. Overall, both family and non-family employees should engage in CE to rationalise their behaviours for a family firm under the fundamental principles of COR theory. Family firms rightfully show stewardship behaviour to family-related employees and maintain agency-type relationships with non-family employees. SEW elicits a sense of organisational identification among family employees and misidentification among non-family employees, which spurs corporate entrepreneurship (CE). Meanwhile, fair family HR practices can ensure fairness in family firms as a buffer. Family and non-family employees can rely on HR practices that actively support their career development, and the family firm could achieve survival and growth objectives through successful CE strategies.

Insert Figure 1 here.

3. Methodology

Family firms operating in two major industrial cities in Oman were targeted to collect data from family and non-family employees. First, we compiled the list of six Omani family-owned groups based on the 'Top 100 Arab Family Businesses in the Middle East 2020' published by Forbes Middle East (see Table 1). Second, HR departments of 37 companies related to the stated family groups were accessed in Sohar and Muscat, Oman's two major industrial cities. We used the family firm's definition of Kellermanns and Eddleston (2006) to define our sampling frame, which qualified the samples based on the twin facts, i.e., a) at least two members of the same family should be actively involved in the family business, and b) a family-owned firm should have at least 50% of shares.

We chose snowball sampling due to the close-knit and trust-based nature of Oman's family business community. As advised by Creswell and Creswell (2023), this strategy enables us to reach hard-to-reach people and provide a sample that appropriately reflects community dynamics. We identified our initial participants by connecting Master's and final-year college students who either owned family firms or were connected to someone with a family-owned business. Through the professional networks of those students, we gained access to specific family firms listed on Forbes. We then used snowballing to enlarge the sample after identifying the initial participants (Sabel et al., 2024), who were both related and unrelated workers. We asked each participant to recommend an additional friend or family member working in a targeted family firm who met the study's criteria. This referral process proceeded until data saturation, when new individuals no longer provided fresh insights.

Insert Table 1 here.

We employed a time-lagged research design, gathering data from a variety of sources, including both family-related and non-family-related employees, to mitigate the risk of common method bias (Podsakoff et al., 2003). So, (1) we put one month between data collection cycles, and (2) we used three waves of data collection to look at SEW and Family HR practices at Time 1 (T1), OID at Time 2 (T2), and CE at Time 3 (T3). In the first wave, we received 416 responses in the first round from 64.5% non-family and 35.5% family-related Omani employees; in the second wave, we received 356 responses from 60.5% non-family and 39.5% family-related employees, and finally, in the third wave, we received 321 responses. After omitting incomplete surveys, we retained 296 responses (141 non-family and 155 family-related employees) for the statistical analyses. To reach a total of 296, we removed non-engaged responses and handled missing data using mode statistics. Removing spaces or blanks is also important, as the Hayes model is sensitive and requires special settings for SPSS, such as the number of characters in the variable names, even for newer versions (Preacher & Hayes, 2004)

This study employed a back-translation method involving two linguists fluent in both English and Arabic to prepare the questionnaire. Initially, the surveys were translated into Arabic, the primary language used for communication in Oman, for the employees. The researchers and linguists then reviewed the back-translated version to ensure that the content of the items retained the same meaning and accuracy as the original. In addition, we relied on professional and alumni networks to gain access to the research participants. The snowballing-based convenience sampling technique is common in survey-based studies of HR in Oman, and the same was employed to reach family firms (Budhwar et al., 2019; Razzak et al., 2024).

In the final sample, 83.4% of the respondents were male, of whom 52.2% were non-family employees. Moreover, 89% of family-related employees had bachelor's degrees, while

87.9% of non-family employees were master's degree holders and were mostly expatriates (89%). Regarding job levels of family employees, 9.2% had non-managerial, 52.5% had senior managerial, and 38.3% had middle-level responsibilities. On the other hand, among non-family employees, 36.8% had non-managerial responsibilities, and 51% had middle-level responsibilities. These employees were working in the fishing (25%), retail trading (23%), car sales/automotive (12.8%), and oilfield exploration (38.9%) sectors.

3.1 Measurement of constructs

The seven-point Likert scale anchored from 1 ("strongly disagree") to 7 ("strongly agree") was used to measure the constructs at time T1 (SEW, HR Practices), T2 (OID), and T3 (CE)**.** The four constructs were assessed using well-tested HR and family firm studies. Based on Alwin and Krosnick (1991), five-point and seven-point scales would provide accurate and reliable responses. Their study concludes that a scale becomes more reliable as we add more points–but only up to a certain point (higher than 11 is too much for most people). Consequently, they argue that seven is slightly more reliable than five. They further recommend using a 7-point scale, particularly if other comparative variables will be measured on a 7-point scale. It makes it much easier to compare and avoids recalculating the results.

To evaluate the measurement model for variables SEW, HR, OID, and CE using Statistical Package for the Social Sciences (SPSS) Version 22 for factor analysis. The features of the desktop computer used in the study include Intel(R) Core(TM) i7-10700 CPU @ 2.90GHz (2.90 GHz) with 16 GB installed RAM. The reliability analysis revealed strong internal consistency for the items, with Cronbach's alpha reported in each measure's subheading. The dataset was adequate for factor analysis, as the KMO measure of sampling adequacy was good, i.e., above 0.70. The factor analysis revealed a four-factor structure explaining acceptable variance. Each scale (SEW, HR, OID, and CE) had factor loadings exceeding 0.60 for all items.

3.1.1 Socio-emotional wealth

SEW was measured using the instrument recommended by Hauck et al. (2016), which is a 9-item scale with three dimensions: Renewal of family bonds to the firm through dynastic succession (R), Emotional attachment of family members (E), and identification of family members with the firm (I). The sample items include "Continuing the family legacy and tradition is an important goal for my family business," "In my family business, the emotional bonds between family members are powerful," and "Family members are proud to tell others that we are part of the family business" ($\alpha = 0.78$).

3.1.2 Family Firm's HR Practices

A range of scales can be used to measure HR practices (see, e.g., Huselid, 1995). However, family business studies have developed and tested a shorter version (4-item) to test most prevailing HR functions—performance appraisal, training, development, and setting compensation levels—in family firms (Carlson et al., 2006). Lately, a study used six items to capture HR practices in the six core HR areas in De Clercq et al.'s (2021) measure of discretionary HR practices. However, we included one item per HR practice to avoid fatigue response and reduce the survey length by adapting the measures given by Carlson et al. (2006) and *De Clercq et al. (*2021). The items for HR functions were "I have frequent discussions with my manager about my performance," "At my organisation, great importance is placed on hiring the right person," "In my organisation, there is a good opportunity for advancement," "In my organisation, extensive training programs are provided," "In my organisation, pay is tied to performance," and "In my organisation, we are encouraged to suggest improvements in the way things are done." (α = .74).

3.1.3 Identification with the Family Firm

Identification with the family firm, or organisational identity, refers to the extent to which firm-related and non-related employees identify with the family-owned business's culture, values, and objectives (Ashforth et al., 2008). To measure the extent to which employees identify with their employing firms, we used a six-item scale developed by Kreiner et al. (2004). The sample items include "When someone criticises my organisation, it feels like a personal insult" and "This organisation's successes are my successes" (α =0.90). This OID scale is known as organisational identity in the older literature (De Clercq et al., 2021).

3.1.4 Corporate Entrepreneurship

Corporate entrepreneurship in a family business refers to how the firm innovates, takes risks, and seeks new business opportunities to develop and stay competitive (Bravo Monge, 2024). There are different scales to measure corporate entrepreneurship. For instance, Zahra (1996) developed a 14-item scale. However, we used a 7-item scale for corporate entrepreneurship as developed by Kellermanns et al. (2006). The sample items include "Our firm has shown a strong proclivity for high-risk projects" and "Our firm has followed strategies that allow it to exploit opportunities in its external environment" (α = 0.91). Various studies have recently recommended the same scale of CE (see e.g., Minola et al., 2021).

3.2 *Control variables*

We set some controls for this study as recommended by some known researchers (e.g., De Clercq et al., 2021; Kellermanns & Eddleston, 2006). First, we controlled for larger industrial groups working in Oman because larger family firms might offer more chances to engage in CE, and thus, firms' size may bias our findings. Second, we controlled for the generation of employees involved in the family firms, which represents the ownership dispersion. The family firm's ownership is usually concentrated in multiple generations in Oman, from 1st to 3rd (See table 1). Third, as per standard research practice, we controlled gender, age, managerial level, and industry, i.e., fishing, retail trading, car selling, and oilfield exploration. We have conducted a dimensionality check of the control variables using a Scree plot from exploratory factor analysis. The Scree plot did not show a distinct elbow, which indicates that the control variables (industrial groups, generation, gender, age, managerial level, and industry) do not strongly cluster into distinct dimensions. The same results are presented for control variables in Table 4, along with other independent variables and different models.

4. Analysis and Results

Insert Tables 2 and 3 here.

4.1 Descriptive Analysis

The mediation results (Hayes, 2009) from the Hayes' Process macro (Model 4) are shown in Table 2 and Table 3, respectively, and correlation coefficients and descriptive statistics are presented in these tables. Results confirmed that there is no high correlation (multicollinearity) issue, as the values for our study variables were all below 0.9. Furthermore, a full collinearity test was performed to ensure this research is free from collinearity issues. Some researchers have recommended a cut-off value of 10 (e.g., Hair et al., 2009), while others have recommended that a VIF value of 5 and above indicates a serious collinearity issue.

4.2 Direct Effects

A regression analysis was performed by regressing all study variables against a common variable, and the results indicated that all VIF values for the study variable were below 5. Three models were run: M1 (all family employees), M2 (non-family employees), and M3 (family-related employees). The results were mixed when we ran the regression analysis to find the direct relationship between socio-emotional wealth (SEW) and corporate entrepreneurship (CE). First, we combined the dataset of 296 employees. We found a statistically insignificant impact of SEW on CE. However, after splitting a dataset into two groups active within the family firms, we found that for family-related employees ($n = 141$), the SEW-CE relationship was statistically significant and positive ($\beta = 0.452$, $p < 0.001$, H1a). In contrast, for non-family employees ($n = 151$), the SEW-CE relationship was statistically significant but negative ($\beta = -0.342$, $p < 0.001$, H1b). Thus, these mixed findings on the relationship between SEW and CE are partially inconsistent with older research (see, e.g., Filser et al., 2018). These results also provided the foundation to test our moderated-mediation mechanism by classifying the dataset into heterogeneous groups, i.e., Barnett and Kellermanns (2006).

We also found a statistically insignificant impact of SEW on OID for the combined dataset (H2). However, the SEW-OID relationship was statistically significant and positive in the case of family-related employees ($\beta = 0.65$, $p < 0.001$, H2a). In contrast, according to non-family employees ($n = 151$), the SEW-OID nexus was statistically significant but negative (β = -0.65, $p < 0.001$, H2b). These findings on the relationship between SEW and OID are consistent with the results of previous research studies (see, e.g., De Clercq et al., 2021).

4.3 Mediation Analysis

According to Preacher and Hayes (2008), competitive mediation could occur in a conceptual model where the same mediator influences the relationship between independent and dependent variables in opposing directions (Baron & Kenny, 1986). For this study, organisational identity refers to the situation where related and unrelated employees may identify differently with the family firms. So, in one situation, OID could strengthen the relationship between the SEW and CE (positive mediation). In contrast, in another case, the relationship between the SEW and CE could weaken with OID as a mediator (negative mediation).

The mediation results (see Table 3) reveal that the OID does not mediate the relationship between SEW and CE (M1: 296 all family employees). However, the subsequent two competitive mediations were substantiated for the cases of family and non-family employees. First, the mediation test for family-related employees revealed an effect size of 0.0736 for the indirect relationship between SEW and CE through OID; the CI did not include a zero value [M3: 0.146, 0.432], confirming the presence of mediation (H3a). Second, in the case of non-family-related employees, competitive mediation was established (Baron & Kenny, 1986; Preacher & Hayes, 2008). The mediation test for non-family employees revealed an effect size of 0.680 for the indirect relationship between SEW and CE through OID; the CI did not include zero value [M2: -0.389, -0.124], which confirmed the presence of a competitive mediation effect (H3b).

So, we can conclude that family-related employees feel proud to be associated with family firms to ensure stewardship behaviour. In contrast, the non-family employees did not like associating with the family firm, which indicated agency conflict (Verbeke & Kano, 2012). Moreover, according to COR theory, family-related employees usually get more resources and thus feel affiliated with firms, while non-related family employees have fewer resources (Hobfoll, 2018).

Insert Table 4 here

The results in Table 4 exhibit a unique role that discretionary HR practices play in family firms across heterogeneous groups of family and non-family employees. Although the positive impacts of HR practices on innovation, employee performance, and organisational identity are well established, this confirms the results of older studies (Budhwar et al., 2019). Nevertheless, for our study, the direct impact of HR on CE was statistically insignificant in family firms (see Table 3). These mixed findings are novel for HR and family business scholars. Nonetheless, our results in Table 4 (M5, M6) help to reveal a moderated mediation mechanism through HR practices in family firms.

4.4 Moderation Analysis

The first part of the output presented in Table 4 contains HR practices regressing SEW, OID, and interaction (SEW x HR Practices). However, we observed that the interaction term's beta was statistically insignificant when we tested our model (M4) for the sample of 296 family business employees by considering family business employees as a homogeneous sample. We then divided the sample into family and non-family employees to test two models (M5 and M6). Thus, the results suggest that HR practices do not moderate the effect of SEW on CE.

We observed that the interaction of SEW and HR practices was statistically significant for non-family employees (β=0.108, $p<.001$; H4a) and family-related employees (β =-0.127, $p<.001$; H4b), suggesting that HR practices moderately positively affect the effect of SEW on CE in the case of non-family employees, while negatively moderate in the case of family-related employees. Given our literature review, the opposite beta coefficients for the interaction terms are logical (De Clercq et al., 2021; Jennings et al., 2018). If the HR practices are fair in the family firm, the family-related employees do not want to identify with the family firm, as they expect some favour and respect as part of the family. In contrast, non-family employees seek justice in the firm, and discretionary HR practices weaken this inverse relationship between SEW and OID.

4.5 Moderated Mediation Analysis

We used a three-point "pick-a-point" approach to present the slopes and moderated mediation relationships (M5 and M6) of HR practices in the family firm for family-related and non-family employees (see Hayes, 2018). These findings have profound implications for HR practices in family-related employees. At -1 SD on HR practices, the effect was statistically significant and positive (β=.309, S.E.=.076, $p<.05$; H5a). At the mean of HR practices, the impact of SEW was statistically significant and positive but with a lesser magnitude (β = 0.258, S.E. =.066, $p<.05$). Finally, at +1SD of HR practices, SEW was a significant positive predictor (β = 0.206, S.E. =.065, $p<.05$), but with a much lower magnitude. Therefore, when HR practices create a sense of organisational justice and force family employees to follow, they are not appreciated but remain committed to achieving organisational objectives, i.e., corporate entrepreneurship.
Second, we observed the slope of HR practices for non-family employees. At -1 SD on HR practices, the effect was statistically significant and negative (β=-0.283, S.E.=.061, $p<.05$; H5b). At the mean of HR practices, the impact of SEW was statistically significant and negative but with lesser magnitude for the case of family-related employees (β = -.238, S.E. =.061, $p<.05$; Ha). Finally, at +1SD of HR practices, SEW remained a significant negative predictor (β = -0.193, S.E. =.060, $p<.05$) but with a much lower magnitude. Therefore, HR practices create a sense of organisational justice and encourage non-family employees to stay motivated for their role in corporate entrepreneurship.

Discussion

Family-owned firms predominantly dominate private businesses in the Arab world, where culture and HR practices mainly affect the relationship between socioemotional wealth and corporate entrepreneurship. By explaining this nexus, this study uniquely contributes to the family business, HR, and OB literature by applying the twin lenses of cultural dimension theory and conservation of resource theory. The study focused on discretionary HR practices and the roles of identification and dis-identification by considering employees as a heterogeneous group within the family firm. The study confirmed the mediating role of identification with the family firm in the relationship between socioeconomic wealth and corporate entrepreneurship and observed a moderating role of HR practices in the relationship between socioemotional wealth and identification with the family firm. The study further revealed that the extent to which family and non-family employees (dis)identify with a family firm provides an informative explanation for how and when employees' beliefs (Altaf et al., 2022; Davis et al., 2000) in a family firm direct them towards corporate entrepreneurship. Identification with the family firm increases when HR practices remain basic, encouraging the family firm-related employee to commit more resources and discern a high level of corporate entrepreneurship. Overall, the COR and SEW theories help HR managers in family firms to understand the unique opportunities and challenges presented by family business dynamics and develop HR strategies that balance financial and non-financial objectives while preserving family relationships and legacy.

5.1 Theoretical Implications

The main theoretical implication of this study is the development of a moderated mediation model that aids Middle Eastern family-owned firms in managing the complexities of HR practices for a diverse workforce. While previous literature primarily explored how socioemotional wealth (SEW) drives family businesses, and other theories examined the impact of employee identification (e.g., Mael & Ashforth, 1992), this study extends the Conservation of Resources (COR) theory to family firms, highlighting how family and non-family members compete for resources (De Clercq et al., 2021; Hobfoll, 2001).

The COR theory identifies two fundamental principles that family firms use to prevent resource loss. Family and non-family members exhibit different behaviors, which both ultimately benefit the family firm (Kim & Marler, 2020; Saleem et al., 2021). For non-family employees, the primary concern is avoiding resource loss, such as losing a job or salary. This initial loss can lead to further resource depletion, showing that SEW may negatively impact CE for non-family employees. In contrast, family employees focus on resource investment, which helps protect against losses, resulting in gains like shares in the business, board positions, or management roles.

The role of HR, therefore, is crucial in addressing bifurcation bias and ensuring organisational justice and fairness for non-family employees (Huselid, 1995; Verbeke & Kano, 2012; Kroon et al., 2024). The study shows that when standardised HR practices are supportive, non-family employees can overcome hardships, cope with perceived unfairness, and seek career advancement through personal development opportunities within family firms (Jennings et al., 2018).

Thus, by applying the twin lenses of Cultural Dimension Theory and the Conservation of Resource (COR) theory, family firms can craft strategies that balance financial performance with non-financial goals, preserving family relationships while promoting business growth. The theoretical framework implies that Family firms should consider the cultural dimensions and resource allocation strategies that influence socioemotional wealth (SEW) and corporate entrepreneurship, as these factors play a critical role in shaping firm behaviour and outcomes. Our findings imply that family firms should create HR strategies that not only prioritise business performance but also maintain the family's legacy and socioemotional wealth, ensuring long-term financial sustainability and growth.

5.2 Managerial and HR Implications

Socioemotional wealth diminishes identification with the family firm and spurs Corporate Entrepreneurship among family firm employees. In contrast, the inverse relationship between SEW and OID for non-family employees gives them a different drive. Interestingly, non-family employees still engage in CE through competitive mediation. The reason behind such a unique finding is that non-family employees are opportunists, for their long-term goals are usually associated with their careers and promotions, which they primarily acquire through job switching if they are competent. Otherwise, they stick to family firms in the same positions and accept the bifurcation bias (Kroon et al., 2024). The study highlights that family firms can enhance corporate entrepreneurship by fostering strong identification among employees, especially when HR practices remain basic and aligned with SEW principles. Non-family employees need to feel valued, and their identification with the firm should be encouraged through fair and transparent HR policies.

HR practices help keep competent and loyal family employees in leadership positions in family firms. However, family-related employees tend to relate less to the family firm when they encounter fair practices. In contrast, fair HR practices offer a sense of justice to non-family employees. Thus, the HR practices ensure that the family firm engages in corporate entrepreneurship. Our result partially confirms the previous theory (Barnett & Kellermanns, 2006; Verbeke & Kano, 2012) about practice within HR firms (De Clercq et al., 2021; Filser et al., 2018). However, things are not as straightforward as various theories suggest.

HR managers in family firms must implement discretionary practices that balance inclusivity and fairness to foster identification among both family and non-family employees, thereby supporting corporate entrepreneurship. Accordingly, awareness of the potential dis-identification of non-family employees is essential. Family firms must address the unique needs of these employees to prevent disengagement and align their efforts with the firm's entrepreneurial goals.

5.3 Implications for HR departments of family firms

Our research offers valuable insights for family firms, particularly for HR departments. First, favouritism towards family employees and ignoring their unfair decisions can harm overall firm performance and negatively impact non-family employees. If non-family employees perceive favouritism, HR must implement fair practices and procedural justice to mitigate deviant behaviors and foster corporate entrepreneurship. Training and awareness for family managers on avoiding preferential treatment are essential (Aftab et al., 2024). Top management should encourage open discussions and structured training to promote inclusion, transparency, and professional development, ensuring long-term success and positive synergy in family firms. This HR policy promotes merit irrespective of blood relationship and can retain competent human capital. Second, family firms in Oman and the GCC, guided by the socioemotional wealth (SEW) framework, must balance their long-term focus on legacy and control with objective, skill-based succession planning to enhance performance and leverage employee loyalty through cultural empathy and resilience. The role of the HR department is crucial in maintaining focus, fostering cultural empathy, and building resilience to ensure effective succession planning and performance.

5.4 Limitations and Future Research

The study has a few limitations. First, this study has relied on short-version scales to measure SEW and single-item measures of HR practices to avoid fragile responses. Future studies can use detailed scales (Berrone et al., 2012: p. 266; Huselid, 1995: p. 646; Huselid, 1995: p. 672; Sánchez-Marín et al., 2024). Similarly, a different OID scale can be used to test the validity of our findings (Kreiner & Ashforth, 2004, p. 26). The scholars could also compare a heterogeneous group of workers in family firms to study bifurcation bias (Kim & Marler, 2020; Verbeke & Kano, 2012) and bifurcated HR practices in family firms (Kroon, Kramer & Kox, 2024; Samara, 2020). In the future, scholars can also examine how the adoption of artificial intelligence in human resources could moderate the relationships between HR practices and corporate entrepreneurship in family firms (Abaddi, 2025; Al-Balushi et al., 2025; Randerson, 2024; Razzak et al., 2024). Finally, we have also used the umbrella construct of corporate entrepreneurship, which generally includes innovation. However, future studies could study a similar mediating mechanism to deal with family firms' innovation-related issues using COR theory (Filser et al., 2018). Second, we used one-month time lags to collect data, and our framework was anchored in the well-established theories of socioemotional Wealth (Gómez-Mejía et al., 2007), social identity (Mael & Ashforth, 1992), and conservation of resources (Hobfoll, 2001). However, it is still valuable to measure these constructs, estimate cross-lagged effects, and formally establish causality (Podsakoff et al., 2003). It would be advisable to incorporate the constructs of different cultural dimensions and explain the deep relationships. Future research could also study moderators like organisational justice in family firms (Razzak et al., 2025). Future research could specifically test for the effect of religiosity on the CE of family firms, which aligns with the observations of Campante and Yanagizawa-Drot (2015). Finally, we believe that different conceptual lenses should be used to study the theoretical perspectives, which could further enlighten us about the close relationships between communities, family businesses, and families.

5.5 Conclusion

Our Conservation of Resources (COR) theory-based hypotheses significantly enhance our understanding of how family businesses in Middle Eastern societies manage resources (Hobfoll et al., 2018; Mustafa et al., 2022; Razzak, 2023). The research enables us to conclude that family-owned firms achieve long-term survival and corporate entrepreneurship by preserving and accumulating essential resources, maintaining family identity, and implementing bifurcated HR practices (Kroon et al., 2024) for both family and non-family employees (Razak et al., 2025). Additionally, the Socioemotional Wealth (SEW) theory reveals the importance of family control, legacy, and emotional ties in Arab societies (Hauck et al., 2016; Sánchez-Marín et al., 2024). Integrating COR and SEW theories, this research highlights the distinctive HR strategies of Middle Eastern family firms, enriching the scholarly discourse. These insights offer practical benefits to family enterprises and stakeholders, helping them enhance competitiveness while preserving core family values and identity (De Clercq et al., 2021; Zellweger et al., 2010).

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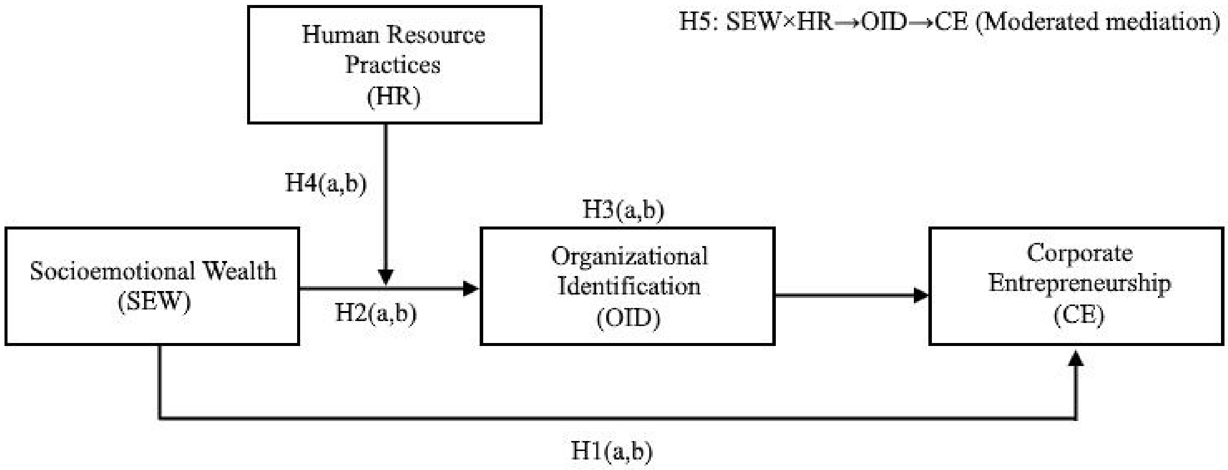
Figure 1. Conceptual Framework



Source: Authors' own work

Table 1. Family Groups in Oman

Sr	Name	Year	Started	Sectors	Brands	#Emp	Rank	Generation
1	Suhail Bahwan Group	1965	Fishing nets	Construction Infrastructure Telecom Electronics	DHL, Nissan, Infiniti, and Renault,	15000	17	2nd
2	Zubair Corp	1967	Trading	Investments, Automotive & Infrastructure	Not Applicable	5000	21	2nd
3	Saud Bahwan Group	1965	Car Selling	Automotive, Travel & Tourism Heavy Vehicles, Construction Turnkey Projects,	Toyota, Lexus, Ford, Kia, Hino	7000	33	2nd
4	WJ Towell & Co.	1866	Retail Trader	Tyres and Batteries Information Technology Consumer Products	Nestle, Unilever,	800	45	3rd
5	Mohsin Haider Darwish	1987	Automotiv e	Electronics Commercial Vehicles	Land Rover Ford Truck, GMC	1600	56	2nd
6	MB Holding Company	1982	Oilfield Exploration	Petrochemical	Not Applicable	4000	97	1st

Source: Forbes Middle East: Top 100 Arab Family Business in the Middle East 2020
https://www.forbesmiddleeast.com/list/top-100-arab-family-businesses-in-the-middle-east-2020-1

Table 2. Descriptive Statistics and Correlations

Variables	Mean	SD	1	2	3	4	5	6	7	8	9	10	11
1. SEW	4.70	0.76	.787										
2. HR	5.03	0.94	.589**	.745									
3. OID	3.94	1.60	-.005	-.027	.907								
4. CE	3.95	1.52	-.002	-.027	.844**	.911							
5. ET	N/A	N/A	-.014	.008	-.820**	-.797**							
6. Age	32.88	9.44	.013	-.036	.111	.054	-.111						
7. Education	N/A	N/A	-.010	.010	.611**	.597**	-.735**	.183**					
8. Expats	N/A	N/A	-.016	.003	.741**	.716**	-.891**	.123*	.667**				
9. ML	N/A	0.80	.026	-.031	.018	.018	-.093	-.092	.031	.037			
10. Industry	N/A	1.23	.050	.116*	-.001	.012	-.011	-.055	.100	-.033	.000		
11. GN	N/A	N/A	.111	.064	.000	.001	.014	-.113	.005	-.038	.085	-.009	
12. Gender	N/A	N/A	-.039	-.014	-.003	-.011	.006	-.050	-.062	-.003	.018	.030	-.053

Note(s): SEW: Socioemotional Wealth; HR: Human Resource Practices; OID: Identification with the family firm; CE: Corporate Entrepreneurship; Employee Type (ET): 0-Family-Related, 1-Non-Family Related; Managerial Level (ML); Generation (GN): 1st, 2nd, 3rd.; N: 296; $^{**}p < 0.01$; $^{*}p < 0.05$. N/A: Not Applicable, as these are categorical variables. Cronbach alpha values are reported vertically for each variable.

Source: Author's own work

Table 3. Mediation Analysis

	Family Firm Employees (n= 296)		Non-family Employees (n=151)		Family-Related Employees (n=141)	
Variables	OID (M1a)	CE (M1b)	OID (M2a)	CE (M2b)	OID (M3a)	CE (M3b)
Socioemotional Wealth	0.179	0.078	-0.60**	-0.18	0.65**	0.200
Human Resource Practices	-0.048	-0.19	-0.177*	-0.093	0.139	0.045
Organisational Identity	-	0.807*	-	0.415**	-	0.426**
Age	0.195	0.005	0.005	0.002	0.004	-0.010
Managerial Level	0.0533	-0.008	-0.054	0.023	-0.050	-0.162
Industry	0.108	0.039	0.074	0.053	-0.080	-0.211
Generation	0.024	-0.008	0.096	0.160	-0.043	-0.107
Gender	0.010	-0.045	0.0747	-0.052	-0.079	.007
R^2	0.0139	0.710*	0.416*	0.344*	0.407**	0.369**
Indirect effect	M1		M2		M3	
Effect size	0.014		-0.250		0.279	
Bootstrap SE	0.131		0.680		0.0736	
LLCI	-0.242		-0.389		0.146	
ULCI	0.272		-0.124		0.432	

Note(s): OID: Identification with the family firm; CE: Corporate Entrepreneurship; **p < 0.01; *p < 0.05. N/A: SE: standard error; LLCI: lower limit confidence interval; ULCI: upper limit confidence interval.

Source: Authors' own work

Table 4. Moderated-Mediation Analysis

Variables	Family Firm Employees (n= 296) OID (M4a)	Family Firm Employees (n= 296) CE (M4b)	Non-family Employees (n=151) OID (M5a)	Non-family Employees (n=151) CE (M5b)	Family-Related Employees (n=141) OID (M6a)	Family-Related Employees (n=141) CE (M6b)
Socioemotional Wealth (SEW)	-.0225	0.005	-1.093***	-0.239**	1.231***	0.227*
Human Resource Practices (HR)	-0.089	-	-0.668**	-	0.720*	-
Organizational Identity	-	0.807**	-	0.434**	-	0.433**
SEW x HR	.008	-	0.108*	-	-0.127*	-
Age	0.019	-0.006	0.005	0.003	0.004	-0.010
Managerial Level	0.053	-0.001	-0.046	0.025	-0.044	-0.173
Industry	0.010	0.013	0.073	0.045	-0.080	-0.018
Generation	0.023	-0.008	0.081	0.164	-0.029	-0.105
Gender	0.007	-0.045	0.034	-0.053	-0.016	0.010
R^2	0.014	0.714**	0.430**	0.338**		

Conditional direct effect of SEW on CE	**M4** -1SD	Mean	+1SD	**M5** -1SD	Mean	+1SD	**M6** -1SD	Mean	+1SD
Effect size	0.011	.017	0.024	-0.283	-0.238	-0.193	0.309	0.258	0.206
Bootstrap SE	0.134	.142	0.188	0.061	0.061	0.060	0.076	0.066	0.065
LLCI	-0.254	-0.261	-0.343	-0.427	-.0368	-0.321	0.170	0.140	0.091
ULCI	0.275	0.300	0.399	-0.157	-0.130	-0.087	0.475	0.400	0.349

Note(s): OID: Identification with the family firm; CE: Corporate Entrepreneurship; ***p < 0.001; **p < 0.01. *p < 0.05. N/A: SE: standard error; SD: standard deviation; LLCI: lower limit confidence interval; ULCI: upper limit confidence interval.

Authors' own work